



IN REPLY  
REFER TO **CEM**

2-Missions Book

(10)

XA  
XB  
XE  
XF  
XI  
XT

# COMMUNICATIONS AGENCY

WASHINGTON DC 20305 2000



8 May 1991

## MEMORANDUM FOR DISTRIBUTION

SUBJECT: DCA Reorganization Program Action Directive

References: (a) DCA Memo, AA, DCA Reorganization, 15 Mar 91  
(b) DCA Memo, CAA, DCA Restructure, 5 Apr 91

1. Enclosed is the final Program Action Directive (PAD) to implement the Agency reorganization directed by reference (a).
2. I recognize that within the PAD Annexes some assumptions or action items may require resolution by either the transition teams or senior management. These areas should be addressed by the affected organizations and, if not resolved, identified as issues in the monthly progress briefings to the Executive Board (reference (b)).
3. Monthly meetings will be held with Agency PAD points of contact to assess progress towards meeting the key milestones identified in the PAD. Your support in this process is required to ensure a smooth transition to the new organization structure.

1 Enclosure a/s

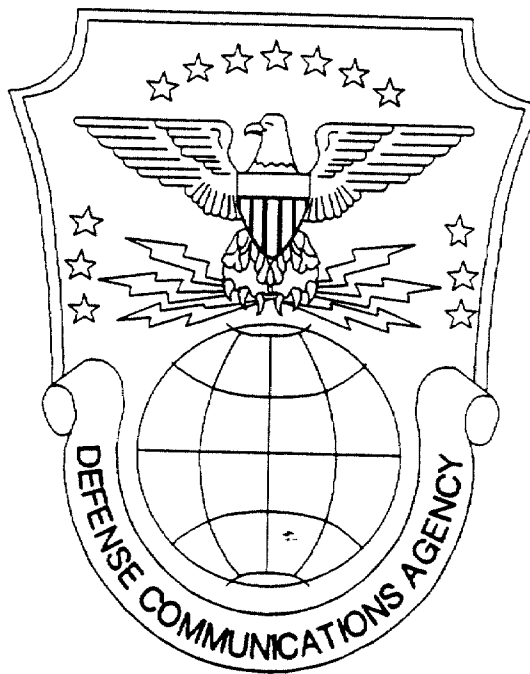
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DEFENSE COMMUNICATIONS AGENCY  
PROGRAM ACTION DIRECTIVE 91-1

*RESTRUCTURE OF THE  
DEFENSE COMMUNICATIONS AGENCY*



8 MAY 1991  
DEFENSE COMMUNICATIONS AGENCY  
WASHINGTON, DC

## PREFACE

This PAD provides general guidance for restructuring the management of communications and computer functions within the Defense Communications Agency. All Agency elements will develop subordinate plans which will provide specific guidance and instructions for implementing this restructure.

DEFENSE COMMUNICATIONS AGENCY  
WASHINGTON, DC 20305-2000

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May 91

BASIC PLAN  
TO

DEFENSE COMMUNICATIONS AGENCY PAD 91-1

1. BACKGROUND: This PAD implements the Director's decision to restructure the Defense Communications Agency (DCA) to improve internal efficiency and effectiveness and to position it to accept an increased Corporate Information Management (CIM) role. DCA's CIM responsibilities include the development, implementation and enforcement of architectures and standards for computers, data bases and networks; the planning and integration of telecommunications and information processing technical requirements; and managing initiatives to consolidate information system support activities within the Pentagon. As approved by the Deputy Secretary of Defense, DCA will be renamed the Defense Information Systems Agency (DISA).

2. REFERENCE: DCA Memo, AA, DCA Reorganization, 15 Mar 91.

3. OBJECTIVES: The objectives of this restructure are to:

a. Recognize the significant reduction in resource allocations by creating an organization that avoids fragmentation, excessive layering, duplication, and poor span of control.

b. Provide the strong leadership necessary to integrate CIM and communications responsibilities and achieve more effective mission accomplishment.

c. Ensure that DCA is structured to take on the technical support role for Corporate Information Management initiatives in the area of DoD ADP operations and design center consolidation, as well as any future CIM role which may be assigned to DCA.

d. Enhance the emphasis on standards as they apply to the operations, maintenance, and interoperability of communications and Automatic Data Processing (ADP) systems.

e. Enhance our operational capability and support to our customers.

f. Ensure the growth of DCA civilian and military information system professionals by providing visible opportunities for senior leadership positions within DCA.

g. Minimize the disruption to the organization.

4. ACTIONS: This PAD directs the integration of existing DCA functions into several redefined areas of network systems, systems support, systems engineering and standards, and information management. It also directs actions at the Command Group and Support Staff levels. The following actions will be accomplished:

a. At the Command Group level, the Associate Director for Engineering, Technology and Corporate Planning has been redesignated the Associate Director. The Associate Director serves as the chief civilian of the Agency and coordinates elements of the DCA programs to ensure the Agency goals and objectives are being met.

- The Planning, Program Analysis and Evaluation (PPA&E) Office, established at the Special Staff level, will report to one of the individuals in the Command Group along with the other Special Staff offices. The PPA&E Office will be primarily responsible for corporate planning, analyzing, evaluating and prioritizing all Agency programs. Through this process, they will assist the Director by providing objective, technical and programmatic recommendations and advice.

- The Counter-Drug Telecommunications Integration Office (AZ) will move to the Defense Network Systems Organization (DNSO).

b. At the Support Staff level, the Director, Information Management Office (IMO) will be redesignated the Chief Information Officer (CIO). Responsibilities for internal information management activities will include: Information Resource Management (IRM) policy; Information Engineering - with the appropriate in-house expertise to facilitate the implementation of the concept and provide the tools for the DCA managers; broad architecture and plans for DCA's internal information systems (IS); definition of internal IS requirements in coordination with the DCA managers; and financial resource control of DCA's internal IS activities with the exception of premise equipment. The major shift in focus for the CIO is toward higher level guidance and policy vs. performance of "operational" activities. These activities have been transferred to the Defense Systems Support Organization (DSSO). Annex A, Concept of Operations, provides the details.

c. The Mission Staff level reflects the establishment of three new organizations (the DSSO, the DNSO, and the Center for Information Management (CIM), and the disestablishment of the C4S. The JTC<sup>3A</sup> organization will serve as the C3 Systems Engineer for the Agency. The functional responsibilities of these mission organizations are described in Annex A, Concept of Operations.

d. In accordance with enclosure 3 of referenced memorandum, the Acquisition Management Directorate (AMD) is retitled the Acquisition Management Organization (AMO) and designated a mission organization.

5. AUTHORITY: The authority for this restructure is DoD Directive 5105.19, Defense Communications Agency (DCA), 12 Dec 88.

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6. GUIDANCE:

a. The restructure will be accomplished within existing FY 91 resources; no changes will be made to the FY 91 POM/BES/PB submissions.

b. No additional manpower will be authorized as a specific consequence of this restructure (except for CIM manpower increases which will be justified as a separate action). Any manpower savings that result from elimination of duplicated or unnecessary functions will be turned in to offset directed manpower reductions.


c. All realignment actions will be completed by 30 Sep 91.

7. EFFECTIVE DATE: This PAD is effective upon receipt. Participating activities may coordinate directly with each other and should inform the OPR of any issues requiring resolution or elevation to the Command Group.

8. OFFICE OF PRIMARY RESPONSIBILITY: The Organization and Manpower Division (CEM), Comptroller Directorate, is the OPR for this document. Annex X lists the DCA points of contact and pertinent offices.

9. ADDITIONAL INFORMATION: Request users of this PAD to advise the OPR of any factor that might seriously limit PAD execution.

FOR THE DIRECTOR:

  
EDWARD J. HENDERSON, JR.  
Colonel, USAF  
Chief of Staff

ANNEX A  
TO  
DCA PAD 91-1

CONCEPT OF OPERATIONS/MILESTONES

1. PURPOSE: This annex provides operational guidelines for implementing the actions effecting the restructure of the Defense Communications Agency. Both personnel and operational issues were considered and addressed in developing the plan.

2. BACKGROUND: A subgroup (from DCSO, C4S, JDSSC and JTC<sup>3</sup>A) was established to develop some "working" definitions of the functions of the C3 Systems Engineer vs. the functions of the DNSO and DSSO. The allocation of personnel was made in accordance with these definitions. The JTC<sup>3</sup>A will develop the broad architectures to meet future mission goals and functional requirements, define desired system attributes and focus on the time frame beyond the FYDP. The JTC<sup>3</sup>A will define activities needed to achieve the architectural objectives such as standards and interfaces. They will also define and execute processes to ensure that the architectures are correct and that systems, as they are implemented, achieve the desired objectives through testing, exercises, etc. The C3 Systems Engineer is the "map maker" and the DNSO and DSSO are the "drivers", that is the organizations responsible for planning, implementing and managing the activities necessary to achieve the architectural objectives. The time frame for these two organizations is mostly within the FYDP years, as they build upon existing capabilities (baseline). This guidance is intended to be used by the individual transition teams within their organizations to implement and refine the recommendations.

a. DSSO: The DSSO responsibilities will include: WWMCCS applications software and data base support; WWMCCS operational system support; NMCC, NMCS, OSD and the Joint Staff information system support; DCA internal information system support; and the initial studies for consolidation of information system support activities within the Pentagon. Mr. E. W. Harding will direct the DSSO.

b. DNSO: The DNSO will serve as the Defense Information System (DIS) Network Manager. Activities will include: provision of network services that facilitate information transfer and networking; operations in a more mature network environment; incremental improvements; and planning, programming network system engineering; implementing all DIS network programs; and centralized internal DCA telecommunications services. BGen D. Beasley will direct the DNSO.

c. JTC<sup>3</sup>A: The JTC<sup>3</sup>A organization will serve as the C3 Systems Engineer for the Agency. Responsibilities include: establishment and enforcement of standards and architectures for the evolution of the DIS network; provision of guidance and support to both DSSO and DNSO; C2 mission analysis and planning; testing and interoperability; and the technical integrity of the C3 systems, end-to-end, for both tactical and strategic systems. BG R. Mallion will direct the JTC<sup>3</sup>A.



d. CIM: The Center for Information Management (CIM) will have responsibility for information management and systems engineering for the entire DIS. Activities include information technical standards and architectures, technical support for data administration; development of models (process, data and economic); a utility concept that serves all DoD business and C2 needs; and provision of guidance to the JTC<sup>3A</sup> regarding standards and architectures to ensure compatibility. BGen D. Brown, Ret. will direct this Center.

e. FIELD OFFICES: There will be one voice in each Theater for operational matters, and to represent DCA to the CINC and his staff. The DECCO Field Offices will be under the operational control of the DCA theater commander, but will continue to receive technical and functional oversight from AMO. They will be rated by the theater commander and senior rated by AMO. The USDCFO in Brussels (SAB) will report to the JTC<sup>3A</sup>. The placement of this office will be reviewed upon completion of the current architectural planning efforts. The remaining field offices currently reporting to DCSO and C4S (SAE, SAF and SAW) will be consolidated and report to the DNSO. However, those functions assigned the systems engineering role in the field office will receive technical and functional oversight from the JTC<sup>3A</sup>.

3. The Center for Information Management will provide guidance to the Agency through the JTC<sup>3A</sup> if it impacts architectures, standards and policies. Day-to-day "operational" issues can be discussed directly with DSSO and DNSO.

4. In place of the Engineering and Technology Council, a DIS/NCS Steering Group will be established consisting of the following four Mission Office directors, (DSSO, DNSO, JTC<sup>3A</sup> and CIM). Mr. B. Morriss of the NCS, and chaired by Dr. D. Signori. This group will ensure that DCA/NCS programs are "on track", integrated and in line with the broad, high level, long-term objectives and goals of the Agency. It will not address resource issues. Enclosure 5 of referenced memorandum graphically describes the operational concepts.

5. As the new organization becomes effective, the DCA Vision 21 philosophy and statements will need to be revisited to ensure their validity and appropriateness. Coupled with the name change to the Defense Information Systems Agency (DISA), it will be important to provide an approach for continued operational enhancement with an objective oriented to the future, i.e. DISA VISION 21. This will involve a reassessment of the environment; the vision, purpose and mission statements; the major focus areas and objectives of these areas. The time line and approach to implement these activities will be tailored to meet the specific needs of the Director. As DCA transforms into the DISA, it is essential to the credibility of the Agency that its customers and employees, both military and civilian, continue to perceive the Agency as "one team" working in concert to deliver high quality products and services.

6. GUIDELINES: The process will require close coordination among the staff to develop the necessary working relationships to achieve our milestones. The following guidelines are provided to facilitate the restructure throughout the Agency:

a. While mission requirements are a primary consideration, personal hardships caused by these actions will be minimized.

b. Implementation teams will be formed within each organization who will work with CAS, the Comptroller and AMO as appropriate.

c. One point of contact will be appointed for each new organization to answer all questions concerning the reorganization.

d. Since additional building space in any one location is likely to be unavailable, this reorganization will leave most people where they are for the present. Also, funds are not budgeted for major moves. Office space requirements will be coordinated with CAS as soon as practical to facilitate advance planning.

e. There will be a moratorium on all other new reorganization within the Agency until this reorganization process is complete, 1 Oct 91.

f. Each affected organization and supporting activity will provide status reports to the OPR at monthly meetings. The OPR will provide a status report to the Executive Board once a month.

g. Operating Plans: The IMO Operating Plan update will be incorporated into the JDSSC Operating Plan update in May. The C4S Operating Plan will be a closeout document and briefing on 10 Apr. The Counter-Drug Office Operating Plan will be as scheduled.

h. CAS will address security and other administrative functions with regard to the reorganization.

## 7. RESPONSIBILITIES:

a. The Organization and Manpower Division (CEM), Comptroller Directorate, is the OPR for this annex and will:

(1) Provide the Agency staffs with additional information that may be needed to implement this PAD.

(2) Ensure revision of appropriate mission and function statements to reflect this restructure action.

(3) Prepare the necessary documentation to initiate a revision to the Agency's charter.

(4) Conduct status reviews and report milestone progress to the Executive Board monthly.

APPENDIX I  
TO  
ANNEX A  
TO  
DCA PAD 91-1

DEFENSE COMMUNICATIONS AGENCY RESTRUCTURE CONCEPT

1. PURPOSE. This appendix provides amplifying information on disposition of DCA organizational elements and other details for realigning supervision and resources to the gaining organizations.

2. OBJECTIVE. The overall objective is to complete the realignment actions as expeditiously as possible to ensure continuity of operations to our customers. The goal for completing the restructure is 01 Jul 91, with all supporting administrative changes in place by 1 Oct 91. The OPR will call monthly meetings to check implementation status and report to the Executive Board at a regularly scheduled meeting.

3. REALLOCATION OF ORGANIZATIONAL ELEMENTS. The reallocation numbers identified for C4S, the IMO and the Counter-Drug Office were taken from a resources baseline provided by the Comptroller before the FY92/93 DMR cuts. With few exceptions, organizations will move intact. All civilian and military positions, including Joint Duty Assignment (JDA) authorizations, will be transferring with incumbents without any changes in grade or series/skill code.

a. IMO. 35 people and billets will remain with the CIO to accomplish the functions listed above. In addition, 3 data base engineers will remain with the CIO until 1 Jun 91, to complete the information engineering activity for the CMCA organization. When complete, these 3 people, billets and functions will transfer to the DSSO. Identification of the 35 assets will be coordinated between Ms. League and Mr. Harding.

- In order to centralize telecommunications activities in the Agency, the Telecommunications Management Division (IOT) (15), the video teleconferencing function (.5) and some overhead (TBD) will transfer to the DNSO. Identification of these assets will be coordinated between Ms. League and BGen Beasley.

- Two data administrators (billets and people) from IAR will transfer to the JTC<sup>3</sup>A organization to perform this standards-related function.

- The remaining billets, people and functions will transfer to the DSSO.

Appendix I  
Annex A  
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b. Counter-Drug Office. Current planning is to transfer the 14 billets, people and functions to the DNSO effective 15 April 1991.

c. JDSSC. In order to consolidate all telecommunications activities as stated above, the Image Processing Division (JCI) (19) will transfer people, billets and functions to the DNSO.

d. C4S. The numbers indicated in all cases refer to the people, billets and functions to be transferred.

- The NMCS Information Systems Directorate (SCC) (3), the Mobile Command Center Engineering Division (SCCA) (8), and the Fixed Command Center Engineering Division (SCCC) (8) will transfer to the DSSO.

- All but 2 billets for NSI/SMS from the Assistant Deputy Director, National Information Systems (SCN) (14) will transfer the Secure Video Teleconferencing System (SVTS) function to the DNSO. The 2 remaining billets will transfer to the JTC<sup>3</sup>A.

- A portion of Office of the Director (SA) pertaining to the Field Offices (SAE, SAF, and SAW) (12) will transfer to the DNSO in order to centralize operations of field offices in the theaters.

- The remaining assets and functions in SA (17) and the Information Resources Management Division (SI) (17) will be negotiated between the JTC<sup>3</sup>A, DSSO and DNSO to determine an equitable distribution of resources to support the functions transferred to their respective organizations.

- All remaining functions in the Information Systems Directorate (SC) (35), the Defense-wide Systems Directorate (SM) (50) and the Mission Support Directorate (SS) (57) will transfer to the JTC<sup>3</sup>A.

- Note: The MSO function (SMA) will move intact to the JTC<sup>3</sup>A. At some time in the future, this function will be reviewed for possible movement to the DNSO. Timing is not appropriate for this review now. The transfer of the Command Center Information Systems Division (SCJI) (9) to the JTC<sup>3</sup>A should be addressed in approximately four months to determine if its activities more appropriately belong to the DSSO.

4. OTHER. During the discussions of "changing the way we do business", it was recognized that at some point in time, a review would have to be conducted to ensure that the right skills and talents are in the right organizations. To this end, it was agreed that in approximately 6 month's time, a review of

the engineering skills in DSSO, DNSO (DCEC), and the JTC<sup>3A</sup> would take place to determine if there should be some movement of talent across the boundaries to best achieve the newly defined missions of the C3 Systems Engineer, and to ensure proper and sufficient engineering support to the program offices in DNSO and DSSO.

## 5. TIMING.

a. A simple realignment effective 1 Apr 91 will take place. New supervisor's names must be reflected on all performance evaluation forms by 1 Apr in order for employees to be in their positions of record for ninety days (PMRS). Evaluations may be extended only if necessary. Military rules apply, in coordination with the Military Personnel Office. The full effective date when all the paperwork (missions and functions, position descriptions, JTD's, APCAPS, etc.) must be completed is 1 Oct 91. There will be no "interim" organization. Payroll codes will remain the same until 1 Oct. As stated earlier, the transfers will occur without any changes in grade and series/skill codes.

b. All SES members who are subject to the Agency reorganization must be placed in their respective organizations effective 1 Apr 91. The performance rating period for SES members ends on 30 Jun 91. Members will receive interim performance appraisals from their former supervisors until official approval has been received from OSD on position reassignments. At the end of the rating period, they will be given a final rating by their new supervisor. A review of the placement of SES resources will be conducted after 30 Jun 91 to ensure the most efficient and effective use of these resources.

## ANNEX B

TO

DCA PAD 91-1

### MANPOWER AND ORGANIZATION

1. PURPOSE: This annex provides guidelines for implementing manpower and organization actions related to effecting the restructure of the Defense Communications Agency.

- 2.. REFERENCES:
- (a) 640-15-1 Office Codes & DCA Field Activity Office Codes & Prefixes
  - (b) 640-50-1 Control of DCA Organizational Structure Functional Assignments & Manpower Resources
  - (c) 640-50-2 Military-Civilian Staffing
  - (d) 640-50-5 Joint Duty Assignments (JDA)
  - (e) 640-70-3 Review of High Grade Positions
  - (f) 640-125-1 Position Management Program
  - (g) 640-125-2 Joint Manpower Program (JMP)

3. ASSUMPTIONS:

a. Additional manpower authorizations will be allocated to DCA for the Corporate Information Management (CIM) mission. While 100 positions have been allocated for FY91, an additional 400 positions for FY92 and beyond must be justified.

b. CAS and Comptroller will be involved in all planning phases to minimize problems.

c. As agreed to by the Executive Board, transfers of positions mil/civ, including Joint Duty Assignments will be accomplished in "chunks" with minimal changes to grade, series, skill codes or geographical location. Any out-of-cycle military changes that are required will be submitted to the Services.

d. Additional military reductions can be anticipated for FY92.

e. There will be a moratorium on all other reorganizations within total DCA until this reorganization process is completed.

f. One point of contact will be appointed for each new Directorate to answer all questions concerning the reorganization.

g. A new agency Joint Manpower Program (JMP) submission to JCS is not being requested at this time. The start process for the next JMP submission will be Jan 92, for the FY93 JMP. Additional guidance will follow.

#### 4. RESPONSIBILITIES:

- a. The Organization and Manpower Division, Comptroller Directorate will:
  - (1) Issue DCA Notice implementing DCA reorganizational changes.
  - (2) Provide guidance to Agency activities on organization and manpower issues while participating in planning phases of the consolidation/integration of transferring positions.
  - (3) Forward reorganization packages to EEO and Personnel for review.
  - (4) Validate transferring positions and sources.
  - (5) Review organizational structure for consistency w/existing Agency policies (Ref b,c,d,e,f).
  - (6) Establish APCAPS codes, as necessary.
  - (7) Enter manpower data into APCAPS.
  - (8) Revise APCAPS Codes and Organizational titles in DCAI (Ref a).
  - (9) Provide Program And Budget Division budget data to reflect reallocation of manpower authorizations.
  - (10) Submit out-of-cycle requests, as necessary (Ref g).
  - (11) Revise and submit JDA data to update JDA Management Information Systems.
- b. The gaining activities will submit reorganization packages, which should depict only the changes as a result of function transfers as shown on milestone chart.



DCA REORGANIZATION MILESTONE CHART

TASK	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
	01 08 15 22	05 12 19 26	03 10 17 24 31	07 14 21 28	05 12 19 26	02 09 16 23 30	06 13 20 27	04 11 18 25	08 15 22 29
1. REORG TEAM DETERMINES FUNCTIONAL & MANPOWER TRANSFERS	XXXXXXX								
2. DIRECTOR'S APPROVAL	X (15 Mar 91)								
3. GAINING ACTIVITY DESIGN/ DETERMINE FUNCTIONS & MANPOWER PLACEMENT W/CEM & BA ASSISTANCE	XXXXXXXXXXXXXXXXXXXXX (5 wks)								
4. GAINING ACTIVITY PREPARE THE FOLLOWING SUBMISSIONS TO CEM: REVISED ORGANIZATION CHARTS REVISED MISSION & FUNCTIONS REVISED JTD W/INCUMBENTS IDENTIFY REVISED PD'S IDENTIFY UPDATED APCAPS CERTIFIERS & TIMEKEEPERS		XXXXXXXXXXXXX (4 wks)							
5. MANPOWER ACTIONS:									
A. ISSUE DCA NOTICE	XX (1 APR 91)								
B. FORWARD REORG PACKAGE TO EEO AND PERSONNEL FOR REVIEW VALIDATE POSITIONS & SOURCES REVIEW ORGANIZATION ESTABLISH APCAPS CODES/UPDATE DCAI ENTER MANPOWER DATA INTO APCAPS PROVIDE BUDGET DATA-REALLOCATION SUBMIT OUT-OF-CYCLES (AS REQUIRED)			XXXXXXXXXXXXXXXXXXXXX (8 wks-includes all #5 actions)						
C. SUBMIT JDA DATA							XXXX (2 wks)		
6. PERSONNEL ACTIONS:									
A. REVIEW REORG PACKAGE FOR ADVERSE IMPACT PROVIDE COMMENTS TO CEM			XXXX (2 wks)						
B. VALIDATE PD'S ENTER DATA INTO APCAPS REASSIGN PERSONNEL VAL TIMEKEEPERS, CERTIFIERS & RATERS					XXX (12 wks)				

ANNEX C  
TO  
DCA PAD 91-1

MILITARY PERSONNEL DIVISION (BP)  
REORGANIZATION IMPLEMENTATION PROCESS

1. PURPOSE: To provide initial guidelines for the Military Personnel Division to implement the restructure and reorganization of the Defense Communications Agency.

2. REFERENCES:

- a. DCAI 640-50-5, Joint Duty Assignments, 2 May 1990.
- b. DCAI 640-50-1, Control or DCA Organization Structure, Functional Assignments and Manpower Resources, 6 July 1983.

3. ASSUMPTIONS:

a. Each of the four restructured Directorates will provide the Comptroller (CA) fully coordinated staffing plans.

b. The Military Personnel Division (BP) will:

(1) Coordinate on all restructure plans provided by the new Directorates, thru the Comptroller (CA), for consistency with existing Agency and individual military service policy.

(2) Update and maintain the APCAPS database working file reflecting approved JDAL, service approved out-of-cycle changes, and current incumbents.

(3) Coordinate with appropriate Directorate military personnel coordinators for implementing approved military personnel moves, (assignments/reassignments).

(4) Ensure that Joint Speciality Officers are placed against the correct JDA billets as intended by respective services and DCA activities.

(5) Ensure that as appropriate, Directorates develop and submit to Military Personnel Division (BP) new or revised position descriptions (DCA Form 34).

(6) In accordance with appropriate Service personnel policy, coordinate the completion of military personnel performance evaluations for all military personnel affected by reorganization relocations.

(7) Ensure that directorates develop and submit to Military Personnel Division (BP) new or revised individual performance evaluation rating plans.

Proposed Reorganization Implementation Time Lines  
for Military Personnel Actions

NOTE: I-Day is implementation/effective day. The day where as required, military personnel are moved to facilitate reorganization.

I (-)60. Military Personnel Division receives restructuring plans from new Directors thru the Comptroller (CM).

I (-)60 to (-)40. Military Personnel review and coordination of restructuring plans.

I-40 to I-Day. Military Personnel coordinate with Military Service Personnel Center as required.

I-Day. Reorganization is implemented/affected

I to I(+)30. Military Personnel completes all APCAPS individual military personnel data entries to reflect reorganization implementation.

I (+)10. Directorates submit revised performance report rating scheme to Military Personnel.

I (+)15. Military Personnel identifies all personnel requiring performance evaluation reports as a result of reorganization and dispatches performance report shells to Directorate Admin Officer.

I (+)40. All performance reports are completed and returned to the Military Personnel Division (BP).

I (+)60. Where required, new position descriptions are written by Directorates and filed with Military Personnel Division.

ANNEX D

TO

DCA PAD 91-1

CIVILIAN PERSONNEL

1. PURPOSE. This annex provides guidelines and information for implementing the civilian personnel actions related to the restructure of the Defense Communications Agency.

2. REFERENCES.

- a. DCA PAD 91-1
- b. DCA Instruction 640-50-1, "Control of DCA Organizational Structure, Functional Assignments, and Manpower Resources," 6 July 1983.
- c. Proposed Change to DCAI-640-40-1, "Position Impact Listings with Reorganization Proposals," 5 January, 1987.

3. ASSUMPTIONS.

- a. Civilian Personnel costs will be funded within available Agency resources.
- b. While mission requirements are a primary consideration, personal hardships caused by these actions will be minimized.
- c. Civilian Personnel can begin work ONLY AFTER Manpower provides a complete, approved reorganization package to BC, including organization charts, realignment forms, and a full list of timekeeper and certifier changes.
- d. The four new Directorate heads agree on proposed personnel realignments and do not contradict one another.
- e. One point of contact will be appointed for each new Directorate to answer all questions Civilian Personnel has concerning the reorganization.
- f. The reorganization includes approximately 300 civilians.
- g. A moratorium will be initiated for additional reorganizations until this one is implemented.

h. A simple realignment will satisfy the requirement to aggressively implement the reorganizations and minimize disruption in time and attendance and therefore pay. A full implementation requires classification and staffing of new position descriptions.

#### 4. RESPONSIBILITIES:

##### a. The Organization and Manpower Division will:

- (1) Approve the reorganization.
- (2) Provide a complete reorganization package to Civilian Personnel.
- (3) Update the Master Account Record with new organization codes.
- (4) Update APCAPS with new/changed billet information.

##### b. The Civilian Personnel Division, Center for Agency Services, will:

- (1) Effect necessary actions to realign workload and facilitate resource transfers.
- (2) Based upon realignment information provided in the reorganization package, enter transactions in APCAPS to realign employees in organizations (30 days from receipt of reorg package).
- (3) Update APCAPS TALE database with new timekeepers and certifiers, if any (30 days from receipt of reorg package).
- (4) Reclassify and staff any positions that change in function (120 days from receipt of new Position Descriptions).
- (5) Advise management if reorganization causes a delay in ratings for GPMS or GPAS employees; all employees must be in a job for ninety days prior to being rated. For GPMS, ninety days ends on 30 June, and for GPAS, 30 September.
- (6) Inform the Union of all phases of the reorganization.

c. The Office of Equal Employment Opportunity (EEO) will take those actions necessary to assess and monitor the reorganization for compliance with EEO and affirmative action objectives.

ANNEX E  
TO  
DCA PAD 91-1

FINANCIAL MANAGEMENT

1. PURPOSE: This annex provides guidelines for implementing comptroller actions related to the restructure of the Defense Communications Agency.
2. REFERENCES: Basic Plan and all applicable DoD directives.
3. ASSUMPTIONS:
  - a. No additional FY 91 funds will be provided by the OSD Comptroller for this restructure.
  - b. The restructure may achieve savings that can be used to offset the cost of internal realignments and moves.
  - c. Financial Management Officers (FMOs) are involved with the process and Manpower POCs in each mission activity and are working with the Organization and Manpower Division (CEM) to ensure close coordination on actions and timely surfacing of issues.
  - d. AMO will keep the FMOs informed on contracting issues such as changes in CORs, major changes to acquisition plans, etc.
  - e. The FMOs will coordinate on all SF-52 actions in order to maintain control over payroll.
  - f. All outstanding reorganization issues impacting resources will be resolved by 30 April 1991.
  - g. All resource realignments affecting FY 1992-FY 1997 will be accomplished by 7 June 1991 so that the FY 1993 Amended Budget Estimate Submission will reflect the new organizational structure.
  - h. For FY 1991 the losing organization will continue to be responsible for personnel support costs, e.g. travel, training, cash awards and other associated operating program expenses.
  - i. A central space management plan will be developed which addresses all necessary personnel moves and space realignments. Plan development will recognize resource limitations and identify all relocation costs.
  - j. Revised procedures for ADP procurements will be issued.

#### 4. RESPONSIBILITIES:

a. The DCA Comptroller will monitor restructure costs and ensure adequate information is available for decisions concerning resource reallocations and priorities.

b. The Program and Budget Division, Comptroller Directorate will:

(1) Issue milestones for completion of all reorganization related resource adjustments.

(2) Issue written guidance and formats to be used in documenting and requesting resource realignments.

(3) Issue DBD's for required adjustments to the FY 1992/FY1993 budget (including outyears) submitted by the FMOs through their respective activities.

(4) Issue revised fiscal controls that reflect the Director's decision.

(5) Adjust the DCA Resource Management System structure in accordance with FMO request to reflect the new DCA organization (includes project titles and project codes).

(6) Evaluate the new organization and surface any "color of money" issues for resolution after fund transfers have been made.

(7) Convene RAC meetings when required to resolve financial issues related to the reorganization.

c. The Accounting and Finance Division, Comptroller Directorate will:

(1) Work with CEM to develop new organization codes and ensure that the codes are compatible with WHS formats, do not duplicate codes being used for other purposes, and generally maintain control for accounting system purposes. Such actions shall be completed in a timeframe which permits the timely preparation and processing of FY 1992 "Subject to Availability" documents.

(2) Identify any changes required to the standard DCA fund citation.

(3) Consolidate cross reference listings (crosswalks prepared by the FMOs for projects moving from one organization to another) and maintain an Agency cross reference table.

(4) Identify new accounting reporting requirements due to the reorganization (i.e., local accounting for JTC3A elements in Reston are done by CPA and then forwarded to Fort Monmouth for consolidation and returned to CPA).

d. The Financial Management Officers, Comptroller Directorate will:

(1) Identify and document what funds transfer and when, including salaries, benefits and all other support costs for the billets that are transferred for FY1992 and beyond. The gaining organization submits required funding adjustments to CPB with the coordination of the losing organization.

(2) Identify all contractual or MITRE actions/options (by project) that will migrate from losing to gaining activities for FY92 and beyond.

(3) Establish a listing which will facilitate AMO's providing contract documents to gaining FMO. Directorates should provide AMO with changes in contract status (e.g. COR & responsible organization).

(4) Maintain cross reference listings (crosswalks) for projects moving from one organization to another (gaining FMO responsibility).

(5) In FY 1992 the gaining FMO will be responsible for prior year funding for transferred projects (other than GM&A). The losing FMO will retain control over FY 1991 and prior years funds through 30 September 1991.

(6) Advise (gaining FMO) activity of any changes in support due to the change in supporting FMO (i.e., maintaining ATACS information).



DCA REORGANIZATION MILESTONE CHART  
RESOURCE ADJUSTMENTS

TASK	MAR	APR	MAY	JUN
	01 08 15 22	05 12 19 26	03 10 17 24 31	07 14 21 28
1. CPB DEV & ISSUES GUIDANCE FOR REQUESTING RESOURCE ADJ (4b(2))		XXXXXXXX		
2. FMO's DETERMINE REQUIRED ADJ TO FY92/93 BUDGET & OUTYEARS (4d(1))		XXXXXXXXXXXXXXXXXXXX		
3. CPB REVIEW PROPOSED RESOURCE ALIGNMENTS & DRAFTS DBD (4b(3))			XXXXX	
4. DIRECTORATES COMMENT ON DBD - 3 DAYS			XX	
5. DBD FINALIZED & FORWARDED TO DIRECTOR FOR APPROVAL(CPB)			X	
6. DIRECTOR APPROVES DBD			X	
7. CPB REFLECTS DIRECTOR'S DECISION IN REVISED FISCAL CONTROLS (4b(4))				XXX
8. ADJUST DCA RESOURCE MGMT STRUCTURE TO ACCOMMODATE FISCAL & REORGANIZATIONAL CHANGES (CPB/CEM/CPA) (4b(5))				XX

**ANNEX F**

**TO**

**DCA PAD 91-9**

**LOGISTICS/ADMINISTRATION/SECURITY**

**1. PURPOSE:** This annex provides guidelines for Installations & Logistics Division actions affecting the restructure of the Defense Communications Agency.

**2. REFERENCES:**

- (a) DCAI 200-40-1, Travel Policy and Procedures
- (b) DCAI 200-220-6, Facilities Planning Group
- (c) DCAI 210-15-4, Correspondence and Mail
- (d) DCAI 210 15-6, Records Management
- (e) DCAI 230-50-3, Defense Supply Support Services  
Criteria and Procedures
- (f) DCAI 270-165-2, Management of and Accountability  
for DCA Property
- (g) DCAI 200-85-5, Administrative Space Occupancy  
Report

**3. ASSUMPTIONS:**

a. No in-house capability exists in the logistical and construction functional areas. Solely dependent upon outside suppliers (NDW/GSA)

b. No additional CAS funds will be forthcoming in FY 91 to accommodate personnel moves, and related support costs, associated with the reorganization.

c. Additional building space in any location will not be available.

d. Office and telephone moves will be kept to the minimum required to achieve mission requirements.

e. Movement of copiers must be reviewed and approved by the Installations & Logistics Division to minimize cost and maximize utilization.

f. If move occurs, space will be accepted "as is" (no construction short of generic timelines attached as enclosure (1)). Only personal belongings will be moved as long as furnishings exist at new location.

g. Contracted movers require two-week advance notice.

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DCA PAD 91-1  
May 91

h. There will be a moratorium on purchase of new furniture, supplies, carpeting, and facilities improvements. Maximum utilization will be made of existing resources.

i. Possible delays in mail delivery during transition.

j. Depending on scope of work, phone work takes a minimum of two weeks.

k. A single precise and coordinated move plan is required from the four new directorates.

l. Directorates must provide escort/coordinators to facilitate moves.

m. No new security clearances will be initiated as this reorganization only entails paragraph/line changes with jobs remaining the same.

#### 4. RESPONSIBILITIES:

a. Newly established Directorates will:

(1) Provide name and phone number of a single designated POC empowered to make decisions.

(2) Provide new and old organization codes and new locator cards (DA Form 3955), reference (c).

(3) Provide new space reports and highlight location changes (DD Forms 1450, 1450-1 and DCA Form 655), references (b) and (g) .

(a) Submit mission essential facility changes (i.e., power redistribution).

(b) Submit funding required for facility modifications.

(4) Provide proposed movement of personnel and funds to accomplish (DCA Form 135). (Include special requirements for handicapped.)

(a) Provide proposed plans for Permanent Change of Station (PCS) moves and funds to accomplish the move, reference (a).

(5) Provide additional furniture requirements and planned turn-in of excess. Retaliations of existing furniture is essential. (Standard Form 120, DD Forms 1348-6 and 1262, DA Forms 3953 and 3161), reference (e).

(6) Accomplish inventory of accountable property and transfer accountability to new code as required by law, reference (f).

- (7) Provide changes to lease and maintenance contracts.
  - (8) Provide Signature Cards (DD Form 577), reference (a) for:
    - (a) Travel Orders
    - (b) Local Travel Claims
  - (9) Provide Letters of Appointment for:
    - (a) Property Accountability Officers
    - (b) Property Custodians
    - (c) Supply Coordinators
    - (d) Graphics and Printing Coordinators
    - (e) Records Coordinators
    - (f) Copier Coordinators
    - (g) Personnel authorized to pick up mail
    - (h) Facility Planning Representatives
    - (i) Safety and Fire Wardens
    - (j) Recycling Coordinators
    - (k) Privacy Act Coordinators
  - (10) Provide name and phone number of FMO.
  - (11) Provide list of unusual supply requirements (i.e., ADPE, FAX and copier supplies) to accommodate possible equipment relocations.
- b. The Installations and Logistics Division will:
- (1) Work out details of your requirements w/designated POC.
  - (2) Update mail distribution list.
  - (3) Update & validate space allocations.
  - (4) Review facility changes.
  - (5) Schedule and set-up office moves as prioritized.
  - (6) Review, validate, and reallocate used furniture and equipment as required.
  - (7) Schedule turn-in with Property Disposal Office. Schedule items for turn-in as scheduling and storage allows.

- (8) Update and validate Agency records.
- (9) Update POCs and provide training.
- (10) Coordinate with FMO's on funding changes.
- (11) Update agency publications and indexes.
- (12) Adjust supply storage at affected site.

5. POINTS OF CONTACT:

LINDA D. GARVIN	Chief, Installations and Logistics Division	692-6996
LECY H. DUFF	Chief, Administrative Management Support Br. (Records Admin., Publications, Travel & Mail)	692-6971
MAJ JOHN DIXON	Chief, Facilities Engineering & Building Services Branch (Facilities Engineering, Space Management and Health and Safety)	692-6996
RICHARD L. CARR	Chief, Reston Management Services Branch (All support areas for the Reston Area)	487-3081
MARY E. CUSHARD	Chief, Logistics Management Branch (Supplies, Furniture, Equipment Graphics, Printing and Property Management)	692-2744

**\* Construction Timelines**

<b><u>COST</u></b>	<b><u>ASC (HQ)</u></b>	<b><u>OTHER</u></b>
Less than \$2K:	8 - 10 days	30 - 45 days
Between \$2K / less than \$100K:	45 - 60 days	120 - 180 days
Over \$100K:	120 - 180 days	8 - 18 months

\* Time includes submission to begin construction. Time does not indicate 6 - 8 months lead required for modular furniture procurement.

ANNEX G  
to  
DCA PAD 91-1

CUSTOMER & INDUSTRY INFORMATION

1. PURPOSE: To provide guidelines for the dissemination of information related to the DCA Reorganization to ensure timely accurate release of information on the realignment.

2. REFERENCES:

- a. DCA PAD 91-1
- b. DoD Directive 5230.9
- c. DCAI 240-225-1
- d. DCAI 100-225-7
- e. DoD Directive 5410.18
- f. DoD Directive 5400.7
- g. DCAI 210-225-1
- h. DoD Directive 5410.20
- i. DoD Directive 5122.5

3. RESPONSIBILITIES:

a. The Corporate Exchange Branch, Office of the Chief of Staff will:

(1) Develop a Public Affairs Plan to inform internal and external publics on the Agency's Reorganization.

(2) Coordinate and prepare information releases on the reorganization for dissemination to representatives of private industry or the media on request.

(3) Coordinate preparation of information package for distribution to DCA customers announcing reorganization.

(a) Cover letter providing a broad overview of the reorganization.

(b) Fact Sheets on each directorate with a detailed explanation of changes in the organizational structure to include sending correspondence to offices affected by realignment.

(4) Coordinate preparation of an interim Interoffice Memorandum explaining the reorganization and how to get correspondence to branches/offices affected by the realignment for distribution to internal publics and DCA customers.

(5) Include samples of the aforementioned in the PAD to be used as reference documents by the Directorates.

b. All activities associated with this PAD will notify the Corporate Exchange Branch of any inquiries made by our customers or private industry and media representatives.

c. All affected directorates should coordinate information packages destined for their customers through the Office of the Chief of Staff, Corporate Exchange Branch.



## ANNEX H

TO

DCA PAD 91-1

### ACQUISITION MANAGEMENT ORGANIZATION (AMO)

1. PURPOSE: This Annex provides the amplifying information and guidelines for the acquisition functional area in support of the restructuring of the Defense Communications Agency (DCA) to improve internal efficiency and effectiveness and to position it to accept increased responsibilities under the Corporate Information Management (CIM) initiatives. This Annex also recognizes the establishment of the Acquisition Management Organization (AMO) as one of the five major elements at the "Mission Staff" level as set forth in Annex A.

The Acquisition Management Organization (AMO) is responsible for all acquisition operations (excluding routine local purchases for products and services) in support of the Agency and all other authorized DoD and government organizations. Its activities include: The establishment, maintenance and distribution of procurement/acquisition policies, regulations and procedures; development of advance acquisition plans; solicitation of vendors, contract negotiations, contract award, contract management; operation and management of the Defense Industrial Fund (CSIF) procurement, financial management and automated information system support for commercial information systems customers; overall direction and management control of the Defense Commercial Communications Office (DECCO) and its field offices. Mr D. W. Groh will direct the Acquisition Management Organization.

2. OBJECTIVE: The objectives of the Acquisition Management Organization are and will continue to:

- a. Maximize the utilization of resources.
- b. Provide strong acquisition leadership necessary to integrate CIM and communications responsibilities and achieve more effective mission accomplishment.
- c. Ensure that the AMO is structured to take on the technical and acquisition role for Corporate Information Management initiatives in the areas of DoD ADP operations and design center consolidation, as well as any future CIM role which may be assigned.

d. Enhance our acquisition capability by continuing to streamline the process and support our customers.

e. Ensure the growth of AMO civilian and military professionals by providing visible opportunities for supervisory and managerial positions within the organization.

f. Minimize the disruption to the acquisition workload during the restructuring of the Agency.

3. REFERENCES:

Federal Acquisition Regulations (FAR)

DoD FAR Supplement (DFARS)

Competition in Contracting Act (PL 98-369)

FIRMER

DoD Compt Memo, 18 Apr 91, Transfer of Functions from DCA to the Communications Services Industrial Fund (CSIF)

4. ASSUMPTIONS:

a. The DECCO field office in Alaska will be the voice of DCA in that area.

5. ACTIONS REQUIRED:

a. Change the title of "Acquisition Management Directorate", AMD, to the "Acquisition Management Organization" AMO, effective 1 April 91.

b. Establish methods and procedures to provide operational visibility of the DECCO Pacific field office to the Commander, DCA Pacific under the "one voice" concept, and set forth the methods and procedures to facilitate the timely submission of performance rating recommendations by the DCA Pacific Commander. (DECCO/DCA Pacific/DECCO Pacific)

c. Establish methods and procedures to provide operational visibility of DECCO Europe field office to the Commander, DCA Europe under the "one voice" concept, and set forth the methods and procedures to facilitate the timely submission of performance rating recommendations by the DCA Europe Commander. (DECCO/DCA Europe/DECCO Europe)

d. Phase-out the Telecommunications Management and Services Office (TMSO) as a separate organizational element of AMO by 30 Sept 91 and realign the functions and resources into DECCO and industrial fund them effective 1 October 91 (FY92). This action was promulgated by OSD Comp Memo referenced above and is not directly related to the restructuring of the Agency. It has been included as an AMO required actions as it has a significant impact on the AMO objectives supporting the restructure and our capability to support the CIM initiatives. (DECCO/DCA Comptroller) Reorg chart to be completed by 15 Sept 91.

6. MISSION CONCERNS:

APPENDIX H-1  
TO  
DCA PAD 91-1

ACQUISITION MANAGEMENT ORGANIZATION  
MILESTONE TABLE

(to be submitted)

APPENDIX H-2  
TO  
DCA PAD 91-1  
ACQUISITION MANAGEMENT ORGANIZATION  
ORGANIZATIONAL CHART

(TO BE SUBMITTED)

ANNEX J  
TO  
DCA PAD 91-1

JOINT TACTICAL COMMAND, CONTROL AND COMMUNICATIONS AGENCY (JTC3A)

1. PURPOSE: This annex provides JTC3A's plan to implement the restructuring of the the Defense Communications Agency (DCA) within JTC3A.

2. OBJECTIVES: To identify:

- a. JTC3A actions to support the DCA restructure.
- b. the organizations responsible for JTC3A actions.
- c. planned completion dates for those actions.
- d. agreements made during the implementation planning phase.
- e. closed issues.

This annex will be employed internally to record progress toward the restructure and externally to communicate with other DISA organizations in the definition and resolution of common concerns.

3. REFERENCES:

- a. DCA Memo, AA, DCA Reorganization, 15 Mar 91
- b. DCA Memo, AA, Defense Communications Agency Restructure, 5 Apr 91
- c. DCA Memo, AA, Defense Communications Agency Restructure, 10 Apr 91

4. ASSUMPTIONS:

- a. The process of defining the operational concept of JTC3A's role as DISA Systems Engineer is a continuing one involving JTC3A/CIM/DNSO/DSSO.
- b. JTC3A will continue to do business in the same manner in all support areas, i.e., JTC3A will be responsible for managing and executing its manpower, personnel, supply,

budget, procurement programs, and implementing its own local area network (LAN).

c. JTC3A will continue to control its budget and acquisition programs, to include payroll, as it does now.

d. For FY92, the Center for Command and Control, and Communications (C4S) personnel transferred to JTC3A will be paid from O&M as previously programmed.

e. Starting in FY93 JTC3A will be RDT&E funded only, to include payroll.

f. The total FY91/92 funding available to the JTC3A will consist of the following:

- 1). Funds currently programmed for the JTC3A.
- 2). Funds currently programmed for the C4S.
- 3). Reduced by those amounts agreed to for transfer to the DNSO, DSSO and whatever payroll is associated with the support spaces to be transferred to other DCA activities.
- 4). Funds associated with the resources being transferred into JTC3A from the IMO.

g. JTC3A's existing acquisition philosophy will remain operative as follows:

- 1). contracts will be consolidated to maximum extent practicable.
- 2). contract vehicles will be flexible and responsive to user needs.
- 3). contract vehicles that minimize forward funding to one month will be provided.

h. The leadership for the LAN support to JTC3A personnel at Va Square will be provided by JTC3A's Information Systems Directorate.

i. Since the JTC3A LAN must communicate with VA Square JTC3A employees, the JTC3A will manage the implementation and the operation of the VA Square Office Automation/ADP facilities, as it relates to JTC3A employees. The JTC3A network includes E-mail, Wordperfect, LOTUS, JIMS, resource management information, and a variety of other software packages.

j. The WANG and 3COM LAN will not be included and remain the responsibility of DSSO in support of the non-JTC3A personnel at VA Square.

k. No one will be required to move from Ft. Monmouth to NCR,

or vice versa, as a result of the reorganization. Any intra-NCR moves will be funded by JTC3A.

1. This PAD will be updated monthly.

5. ACTIONS REQUIRED: The information concerning actions, agreements to date, and responsible organizations required to support those actions identified in Anexes B through G are listed in the attached appendices as follows:

Appendix I - Manpower and Organization - Amie Laskowitz/992-7750  
Appendix II - Military Personnel - MSG M. Sciacca/992-7749  
Appendix III - Civilian Personnel - Shelia Leavitt/992-7738  
Appendix IV - Financial Management - John Herbert/992-7727  
Appendix V - Contracting - Theodore Chupein/992-7766  
Appendix VI - Logistics/Administrative/Security - LTC Mark Buffler/226-1810  
Appendix VII- Office Automation/ADP - Patrick O'Hare/364-8070  
Appendix VIII Strategic Planning - Margaret Lipinski/992-7729  
Appendix IX - Corporate Planning - Ron Mazuk/992-7711  
Appendix X - Customer & Industry Information - Ron Mazuk/992-7711

6. MISSION CONCERNS: JTC3A has the following concerns with the accomplishment of the restructuring of DCA into DISA:

a. Critical financial decisions such as those needing DCA Budget Decision (DBD) action may drag on until a decision is made by default. Financial issues cannot be completely identified and resolved until after the DBDs are published.

Responsible organization      Resource Division, Resource Management Directorate (John Herbert)

Estimated resolution date      31 May 1991.

b. Ensuring that the JTC3A Omnibus contract contains the right skill mix to accomplish the mission requirements of the organizations joining JTC3A.

Responsible organization      Procurement Branch, Resource Division, Resource Management Directorate (T. Chupein).

Estimated resolution date      1 November 91.



c. From a personnel/manpower perspective it is imperative that focal points of contact at JTC3A/DCA level maintain a coordination with each other to ensure that the manpower/budget/and all related personnel actions get effected, as intended. DCA Manpower target date for completion of reorganization, to include amended job descriptions may be unrealistic depending upon the degree of change required by the new organization structure.

Responsible organizations - Personnel and Administration  
Directorate and Center for Agency  
Services

Estimated resolution date - TBA

d. A review of the DSSO, DNSO (DCEC), and JTC3A engineering talent to determine if some movement of talent is needed to meet System Engineering needs.

Responsible organizations - DSSO, DNSO, JTC3A

Estimated Resolution Date - 15 September 1991

e. A review of the placement of SES resources to ensure the most efficient and effective use of those resources must take place after 30 June 1991.

Responsible group - Senior Level Team

Estimated Completion date - TBA

f. Assumption of supply mission for JTC3A at Virginia Square involves deviating from the standard cluster concept in support service.

Responsible organization - Personnel & Administration  
Directorate.

Estimated Resolution Date - TBA

g. DCA guidance has been silent on the factoring in of 92/93 DMR civilian reductions (O&M). It is recommended that the DCA principals agree as soon as possible on a pro/rata share of cuts assigned to C4S (15).

Responsible organization - Personnel & Administration  
Directorate.

Estimated Resolution Date - TBA

h. The placement of the USDCFO in Brussels (SAB) in JTC3A must be reviewed upon completion of the current architectural planning efforts.

Responsible organizations - DISA Command Group, JTC3A  
Command Group and DNSO  
Estimated Resolution Date - TBA

i. The placement of the MSO function in JTC3A must be reviewed for possible movement to the DNSO.

Responsible organizations - JTC3A Systems Engineer and  
DNSO  
Estimated Resolution Date - 2nd Quarter, FY92

j. The transfer of the Command Center Information Systems Division to JTC3A must be reviewed to determine if its activities more appropriately belong to the DSSO.

Responsible Organizations - DSSO, JTC3A Chief of Staff  
Estimated Resolution Date - 15 July 1991

APPENDIX I  
TO  
ANNEX J  
TO  
DCA PAD 91-1

MANPOWER AND ORGANIZATION

1. PURPOSE: This appendix provides JTC3A's plan to continue effective manpower and organization management under the restructured DCA.

2. OBJECTIVE: To identify manpower and organizational actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimate completion dates.

3. ACTIONS:

a. The Civilian Personnel Division of the Personnel and Administration Directorate will:

- Determine the requirements for administrative support at Virginia Square.  
Estimated Completion Date - Completed

- Establish JTC3A reorganization structure after submission by managers.  
Estimated Completion Date - 15 May 1991

- Coordinate new mission statements after development by managers.  
Estimated Completion Date - 15 May 1991

- Review Job Descriptions in coordination with managers.  
Estimated Completion Date - 25 May 1991

- Receive changes to job descriptions from managers  
Estimated Completion Date - 26 May 1991

- Submit reorganization package to DCA containing

organization chart, mission & functions, updated APCAPS and job descriptions.

Estimated Completion Date - 31 May 1991

- Submit job descriptions to DCA.  
Estimated Completion Date - 31 May 1991
- Review Military Personnel for Out-of-Cycle changes and JDA dates  
Estimated Completion Date - 31 May 1991
- Update JTC3A Data Base.  
Estimated Completion Date - 1 June 1991

b. The DCA Comptroller and JTC3A will:

- Review Command Center Information Systems Division  
Estimated Completion Date - October 1991
- Review Military Satellite Office (MSO) functions  
Estimated Completion Date - 2nd Quarter, FY92

c. The DCA principals will:

- Identify spaces to be realigned.  
Estimated Completion Date - 30 April 1991
- Identify persons being transferred into JTC3A from IMO.

JTC3A agreed that the assignment of Billet Info (To be provided), GS-14 Data Administrator Mr. Reginald Brown, Billet Info (To be Provided), O-1 Navy ENSIGN Dula, meets the reorganization requirement to transfer to the JTC3A organization two data administrators to perform standards related functions.

Estimated Completion Date - Completed 1 April 1991

- Identify persons being transferred into DNSO from C4S.

DNSO agreed on 17 April 1991 to three billets as follows:  
SA 100 Management Analyst (TQM), GS-13- Wanda Martin  
Sims,  
SAA 060 Administrative Assistant, GS-7-Marc Goffman,  
SIR 060 Procurement Analyst, GS-12-Ruthalene Huff.  
Estimated Completion Date - Completed 17 April 1991

- Identify persons being transferred into DSSO from C4S.

DSSO agreed on 30 April 1991 to three billets as follows:  
SAA 020 Administrative Assistant 71L40, E-7 Army - SFC  
Smith,  
SAA 030 Administrative Specialist 0000, E-5 Navy-YN2  
Dancey,  
SSP 020 C31 System Project Manager 4912, 04 Air Force,  
Cpt Johnson (billet only).  
Estimated Completion Date - 30 April 1991

- Identify persons from the Assistant Deputy Director,  
National Engineering Division, C4S, who will remain with  
JTC3A.

JTC3A agreed to retain the following billets within  
JTC3A:  
SCNS-020-GS-15 Electrical Engineer - David McMillan  
SCNS-010-GM-15 Supv. Computer Specialist - Charles West  
Estimated Completion Date - 30 April 1991

- Resolve any mismatch of people (Face vs. Need)  
Estimated Completion Date - NLT 30 June 1991

d. The JTC3A Command Group will:

- Describe the new JTC3A organization to the workforce.  
Estimated Completion Date - 30 April 1991.
- Announce names of directorate heads.  
Estimated Completion Date - 30 April 1991

APPENDIX II  
TO  
ANNEX J  
TO  
PAD 91-1  
MILITARY PERSONNEL

1. PURPOSE: This appendix provides JTC3A's plan to continue effective military personnel management under the restructured Defense Communications Agency.

2. OBJECTIVE: To document those military personnel actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimated completions dates.

3. ACTIONS:

a. The Military Personnel Division, Personnel and Administration Directorate will:

- Initiate any personnel actions for realignments.  
Estimated Completion Date - 1 June 1991

- Review need for closeout performance evaluations.  
Estimated Completion Date - 1 June 1991

- Inprocessing for military personnel  
Estimated Completion Date - 1 June 1991

- Issue evaluation packages for closeout ratings.  
Estimated Completion Date - 10 June 1991

- Submit revised performance rating chain to DCA.  
Estimated Completion Date - 15 June 1991

- Forward closeout evaluations to DCA  
Estimated Completion Date - 31 July 1991

b. JTC3A managers will:

- Do closeout ratings  
Estimated Completion Date - 15 July 1991

APPENDIX III  
TO  
ANNEX J  
TO  
PAD 91-1

CIVILIAN PERSONNEL

1. PURPOSE: This appendix provides JTC3A's plan to continue effective civilian personnel management under the restructured Defense Communications Agency.

2. OBJECTIVE: To document those civilian personnel actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimated completion dates.

3. ACTIONS:

a. The Civilian Personnel Division, Personnel and Administration Directorate will:

- Submit Personnel Actions resulting from any reclassifications.

Estimated Completion Date - 5 days after Center for Agency Services (CAS) classification decision.

- Establish civilian rating chain.

Estimated Completion Date - 15 June 1991

- Review GPAS standards/appraisals.

Estimated Completion Date - 30 June 1991

- Identify need for extension of GPAS ratings

Estimated Completion Date - 15 July 1991

- Notify CAS of extension of any GPAS

Estimated Completion Date - 31 July 1991

- Issue performance standards for PMRS.

Estimated Completion Date - 31 July 1991



APPENDIX IV  
TO  
ANNEX J  
TO  
DCA PAD 91-1

FINANCIAL MANAGEMENT

1. PURPOSE: This appendix provides JTC3A's plan to continue effective financial management under the restructured DCA.

2. OBJECTIVE: To document those financial management actions which are necessary as a result of the restructuring, the agreements on these actions to date and the remaining actions along with responsible organizations and estimated completion dates.

3. ACTIONS:

a. The Resource Division, Resource Management Directorate will:

- Determine manpower requirements to assume responsibility for financial management of JTC3A programs and people at Va Square.  
Estimated Completion Date - Completed
- Obtain copies of C4Ss, POM, BES, President's Budget, BER for FY91, covering both RDT&E and O&M funds. Also obtain copies of all supporting schedules pertaining to the above.  
Estimated Completion Date - Completed
- Obtain information about any internal tracking system used within C4S budget operations.  
Estimated Completion Date - Completed
- Identify IMO funding to transfer into JTC3A.  
Estimated Completion Date - 10 May 1991
- Identify Financial Management Office (FMO) personnel to be transferred to JTC3A and forward to DCA Comptroller for agreement and Personnel and Administration for

action. The people proposed to be transferred from the FMO are: Mr. Levit, Mr. Dougherty, Ms. Williams, and Ms. James.

Estimated Completion Date - 15 May 1991

- Comment on any revised DCA Budget Decisions (DBD) resulting from reorganization and coordinate with Program and Budget Division (PBD), Comptroller Directorate.  
Estimated Completion Date - 30 May 1991
- Document and request budget realignments and coordinate with PBD.  
Estimated Completion Date - 7 June 1991
- Prepare for submission of an amended FY93 Budget Estimate (BES) Phase I and coordinate with PBD.  
Estimated Completion Date - 7 June 1991
- Coordinate with PBD and other VA Square activities on responsibility for funding facility costs for FY92, e.g., Rent, Janitorial, Phones, Maintenance, etc.  
Estimated Completion Date - 7 June 1991
- Identify any new accounting reporting requirements due to reorganization and coordinate with Finance and Accounting Office (F&AO), Comptroller Directorate.  
Estimated Completion Date - 7 June 1991
- Furnish F&AO any required crosswalks required to show the movement of projects into the JTC3A.  
Estimated Completion Date - 7 June 1991
- Identify all prior year funding for all transferred projects. Assume responsibility in FY92 for prior year funding for transferred projects.  
Estimated Completion Date - 30 September 1991

b. The Chief of Staff will:

- Issue a memo on the Awards Policy.  
Estimated Completion Date - 1 October 1991

APPENDIX V  
TO  
ANNEX J  
TO  
PAD 91-1

CONTRACTING

1. PURPOSE: This appendix provides JTC3A's plan to continue effective acquisition management under the restructured Defense Communications Agency.

2. OBJECTIVE: To document those financial management actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimated completion dates.

3. ACTIONS:

a. The Resource Division, Resource and Management Directorate will:

- Determine the manpower requirements to assume responsibility of procurement program of JTC3A in VA Square.  
Estimated Completion Date - Completed

- Award a replacement vehicle for contract number 88-C-0022, Booz Allen Hamilton Theater Communications Architecture.

Estimated Completion Dates:

- Issue RFP - 6 May 1991
- Receive Proposals - 9 July 1991
- Conclude evaluations - 16 September 1991
- Commence Negotiations - 17 Sep 91
- Award - 1 October 1991

- Assess the suitability of HQ Omnibus contract to support work being performed under contract 88-C-0055, Booz Allen Hamilton, Theater Support.

Estimated Completion Dates:

- Brief ARC of Plans in case fallback is needed - 1 May 1991
- Issue sample task to Omnibus contractor - 7 June 1991
- Receive proposals - 7 July 1991
- Make decisions - 1 August 1991
- If no; process sole source extension - 30 Sep 1991

- Let contract 89-C-0006, BDM, C3 Strategic Architecture, expire.

Estimated Completion Date - 24 January 1992

- Let Contract 87-C-0083, Alphatech, HEAT, expire.  
Estimated Completion Date - 1 July 1991

- Let contract 86-C-0011, Booz Allen Hamilton, SC Support, expire.  
Estimated Completion Date - 9 September 1991

- Transfer Contract 89-C-0041, CSC, for TRANSCOM Support, to TRANSCOM  
Estimated Completion Date - June/July 1991

- Retain contracts 90-C-0086, BAH, Command Center, SETA, and 90-C-0057, ESI, Command Center, T&E, for JTC3A and create new vehicles for DNSO work previously performed under these vehicles.

Estimated Completion Dates -

- Determine functions for new DNSO vehicles - ?
- Determine value of DNSO vehicles - ?
- Let DNSO vehicles and simultaneously mod contracts above.

- Assess ability to blend contract 90-C-0086, BAH, Cmd Ctr SETA work into HQ omnibus before exercise of May 92 Option.  
Target Decision Point - January 1992

- Assess ability to blend contract 90-C-0057, ESI, CMD CTR T&E into JITC Omnibus before exercise of March 92 Option.  
Target Decision Point - November 1991

- Assess ability to blend contract 90-C-0041, ESI, Strategic T&E into JITC Omnibus before exercise of Jan 92 Option.  
Target Decision Point - October 1991

- Assess ability to transfer O & M responsibility for WASHFAX, contract 89-C-0124, ESI, to WHCA before contract expires March 1992.  
Target Decision Point - January 1992

- If no, blend into HQ Omnibus contract as part of Network

administration.

Estimated Completion Date - March 1992

- Consider consolidating the three small business set-asides contracts 90-C-0015, Adv Res Corp, WABNRES, 90-C-0021, FEMME COMP, URDB Analysis, and replacement award planned for contract 88-C-0022 BAH, Theater Comm Arch.

Target Decision Point - December 91.

If Yes, Process follow-on award - January 1993

If No , Exercise Options - December 91

-Assess ability to blend contract 90-C-0058, Strategic C3 Analysis, into HQ Omnibus before exercise of Feb 92 option.

Target Decision Point - October 1991

- Assess ability to blend contract 90-C-0056, SAIC, Satellite Comm SETA into HQ Omnibus before exercise of March 92 option.

Target Decision Point - November 1991.

- Exercise remaining option on contracts 91-C-0035, TITAN, Proj BETA, and ESI for Fiber Conf. System as needed.

APPENDIX VI  
TO  
ANNEX J  
TO  
PAD 91-1

LOGISTICS/ADMINISTRATIVE/SECURITY

1. PURPOSE: This appendix provides JTC3A's plan to continue effective logistics/administrative/security management under the restructured DCA.

2. OBJECTIVE: To document those logistics/administrative/security actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimated completions dates.

e. ACTIONS:

a. The Operations Division, Personnel and Administrative Directorate will:

- Effect physical move (VA Square, Isaac Newton Square) in conjunction with CAS.

Estimated Completion Date - 1 June 1991

- Update phone book

Estimated Completion Date - 15 June 1991.

- Realign SCI billets in conjunction with CAS.

Estimated Completion Date - 1 July 1991

- Issue Administrative Instructions.

Estimated Completion Date - 1 July 1991.

- Issue organizational chart.

Estimated Completion Date - 15 July 1991

- Install supply procedures upon decision by DCA principals/CAS.

Estimated Completion Date - 1 October 1991

- Effect Property book transfer.  
Estimated Completion Date - 1 October 1991.

b. The DCA Center for Agency Services (CAS) will:

- Update the correspondence manual.  
Estimated Completion Date - TBD

c. The Executive Assistant at each NCR site and the CoS will:

- Assess the space needs at Reston and Va Square.  
Estimated Completion Date - 15 May 1991



APPENDIX VII  
TO  
ANNEX J  
TO  
DCA PAD 91-1

OFFICE AUTOMATION/AUTOMATIC DATA PROCESSING

1. PURPOSE: This appendix provides JTC3A's plan to continue effective office automation and automatic data processing (ADP) support under a restructured DCA.

2. OBJECTIVE: To document those ADP actions which are necessary as a result of the restructuring, the agreements on those actions to date and the remaining actions along with responsible organizations and estimated completion dates.

3. ACTIONS:

a. The Information Systems Directorate of JTC3A will:

- manage the installation and directly control all the computer room functions involving JTC3A employees at Virginia Square. This will include management of the telephone closet for the twisted pair lines and communication lines to the DCA LAN.

Estimated Completion Dates:

- Access and control of all computer rooms - 15 May 1991
- LAN Implementation - 16 June 1991

APPENDIX VIII  
TO  
ANNEX J  
TO  
PAD 91-1

STRATEGIC PLANNING

1. PURPOSE: This appendix provides JTC3A's plan to continue Strategic Planning under the restructured Defense Communications Agency.
2. OBJECTIVE: To document Strategic Planning actions which are necessary as a result of the restructuring.
3. ACTIONS:
  - a. The Policy and Management Division, Resource Management Directorate will support the JTC3A Command Group in:
    - Reviewing the Vision, Mission, Purpose statements and the Major Focus Areas of the current JTC3A and the Center for Command and Control and Communications Systems (C4S) organizations.  
Estimated Completion Date - May 1991
    - Developing new, comprehensive Vision, Mission and Purpose statements and identifying appropriate Major Focus Areas for V21.  
Estimated Completion Date - September 1991
    - Obtaining a copy of the C4S Total Quality Management plan.  
Estimated Completion Date - 3 May 1991
    - Identifying, evaluating, and, where appropriate, combining or modifying the Total Quality Management/Continuous Process Improvement Implementation philosophy and infrastructure of the current JTC3A and C4S.  
Estimated Completion Date - September 1991

- Publishing a V21 Strategic Plan for the restructured JTC3A.  
Estimated Completion Date - December 1991

APPENDIX IX  
TO  
ANNEX J  
TO  
DCA PAD 91-1

CORPORATE PLANNING

1. PURPOSE: This appendix provides JTC3A's plan to continue Corporate Planning under the restructured Defense Communications Agency.

2. OBJECTIVE: To document Corporate Planning actions which are necessary as a result of the restructuring.

3. ACTIONS:

a. The Policy and Management Division, Resource Management Directorate will provide policy and guidance for developing, implementing and maintaining an agency-wide Corporate Planning System.

The Policy Division will:

- Update the Functional Breakdown Structure for JTC3A to show Missions, Programs, Projects, Tasks and their interrelationships.

Estimated completion date - June 91

- Update Resource Prioritization / Allocation spreadsheets and incorporate in Resource Allocation Committee meeting for FY92.

Estimated completion date -- June 91

- Prepare Management Information System spreadsheets containing programmatic, schedule and resource data for all missions, programs, projects and tasks.

Estimated completion date - August 91

- Incorporate new missions, programs, projects and tasks in the FY 92 Operating Plan.

Estimated completion date - September 91

- Incorporate new missions, programs, projects and tasks into  
FY 92-99 Future Years Corporate Plan (FYCP) and FY 94-99  
Program Objective Memorandum (POM).  
Estimated completion date - January 92

APPENDIX X  
TO  
ANNEX J  
TO  
DCA PAD 91-1

CUSTOMER & INDUSTRY INFORMATION

1. PURPOSE: Provide JTC3A's plan to develop and disseminate customer and industry information under the restructured Defense Communications Agency.
2. OBJECTIVE: To document Information activities in support of guidance furnished by the Corporate Exchange Branch, Office of the Chief of Staff, DCA.
3. Actions:
  - a. The Policy and Management Division, Resource Management Directorate will provide policy and guidance for developing, and implementing an agency-wide Customer and Industry Information program in accordance with DCA policy.
    - Provide a list of major customers to DCA for use in disseminating information about the reorganization.  
Estimated Completion date - 3 May 1991
    - Update applicable DCA Speakers' Bureau fact sheets and visuals to reflect the new JTC3A organization.  
Estimated completion date - 30 May 1991
    - Revise Customer and Industry information handout and annual report data, information and materials to reflect the new organization.  
Estimated completion date - 30 Sep 1991
    - Design and complete new JTC3A marquee.  
Estimated completion date - 31 Dec 1991
    - Incorporate Weekly Activity Report submissions from new mission areas.  
Estimated Completion date - Action completed

- Coordinate the development of the Program Action Directive and maintain the status of outstanding items.  
Estimated Completion Date - 30 April 1991 and ongoing

b. The Command Group will:

- Provide regular briefings to the JTC3A staff on the reorganization.  
Estimated Dates - Monthly

DEFENSE NETWORK SYSTEMS ORGANIZATION (DNSO)

1. PURPOSE: This annex provides guidelines for implementing DNSO actions effecting the restructure of the Defense Communications Agency (DCA). Provisions of this annex are applicable to all DNSO Centers and field and support activities.

2. REFERENCE: See Basic Plan

3. RESPONSIBILITIES:

a. DNSO Deputy Director (DAA) will:

(1) Serve as the primary liaison between the DCA Reorganization Committee and DNSO on all matters pertaining to the reorganization activities.

(2) Provide advice, guidance, and implementation directions to the DNSO Centers and field and support activities having responsibility for implementing this PAD.

b. DNSO Programs Analysis and Resource Office (DAP) will:

(1) Oversee and review all manpower/personnel actions associated with this reorganization. This include working directly with and advising each affected DNSO organization on required actions; working with the Centers to develop new organization codes; updating JTD; updating APCAPS to reflect the new organization; ensuring position descriptions, performance evaluation report and rating schemes, and performance standards and elements are updated as required; and coordinating with HQ DCA Manpower and Personnel offices.

(2) Identify all space requirements as a result of this reorganization and provide new space report (DD Form 1450) to the Installations and Logistics Division.

(3) Provide updates of milestone status to DA/DAA as required.



c. DNSO Financial Management Office (CPD) will:

(1) Serve as the DSNO focal point on all accounting and finance issues involving this reorganization.

(2) Provide advice and guidance on financial aspects of the reorganization.

(3) Work with the gaining center and losing organization to identify and document all funds for transfer to DNSO; to include MITRE funding, SETA contract funding, pay and travel funding, etc.

(4) Coordinate on APCAPS code changes and manpower.

(5) Evaluate the new organization and surface any "color of money" issues for resolution before/after fund transfers have been made.

(6) Provide updates of milestone status to DA/DAA as required.

d. DNSO/DI/DO/DAP/DP/DE/DAF will:

(1) Provide staff assistance as required to attain the PAD objective.

(2) Identify new organizational codes; update organizational roster and rating schemes and provide to DNSO/DAP for submission to CEM.

(3) Assign supervisors for incoming personnel and reaccomplish civilian performance evaluations as required.

(4) Work with CPD to identify and resolve all accounting and finance issues; including those identified in para 3c of this annex.

(5) Work with DNSO/DAP to identify and resolve all manpower and personnel issues involving your organization; including those identified in para 3b of this annex.

(6) Work with DNSO/DAP to identify and resolve all space requirements for forwarding to the CAS.

e. DNSO Admin (DACEA) will:

(1) Ensure APCAPS listing is updated and oversee all APCAPS training for certifiers and timekeepers.

(2) Update distribution codes to reflect new organization.

#### 4. MISSION CONCERNS:

(a) Counter Drug: As a result of the reorganization, the Counter Drug Telecommunications Office has been realigned under the Defense Network Systems Organization (DNSO). It is therefore appropriate, as we transition to a new organization, to reaffirm other personnel and resources that support the counter-narcotics missions. There are 14 positions (billets and incumbered personnel) in JTC3A and C4S directly supporting these critical mission efforts. Our customers, the CINCs and Law Enforcement Agencies, will best be served by ensuring all those resources are dedicated to the DNSO counter-narcotics mission. If they cannot be, consideration should be given to moving those positions to DNSO where resources (including salaries for civilians) have been budgeted for FY92 and FY93 to support those personnel.

(b) Defense Message System (DMS): In August 1988, DCA was assigned the overall coordination responsibility for the DoD-wide DMS program. To perform this new mission, OSD(C3I) provided 19 billets to DCA which were apportioned as follows: 14 billets assigned to DNSO for overall program coordination and 5 billets assigned to C4S for architectural and security support. It must be noted that OSD(C3I) continually monitors these positions to ensure that no matter how they are apportioned within DCA, they continue to be "dedicated to DMS coordination." It is therefore imperative we reaffirm that all resources provided DCA to perform this mission will continue to do so. Not doing so not only adversely affects DCA's ability to perform the DMS mission as assigned; but will run the risk of having these billets returned to OSD. Also as the DMS programmatic emphasis shifts from architectural to a more near-term transition/implementation effort, consideration should be given to moving those JTC3A (C4S) positions to DNSO where they can be applied to urgent near-term requirements.

(c) Funding for MITRE Support of CINC Europe: "All" funding under the POM for MITRE support of CINC Europe has been deleted by C4S beginning in FY92. This action will have a profound adverse impact on our ability to provide the level of support currently required by CINC Europe. We will notify CINCEUR of this decision but must realize he may not concur. As a result, some level of MITRE funding may need to be restored.

(d) Funding For Secure Video Teleconferencing System (SVTS): SVTS funding in the POM for FY92/FY93 and outyears is approximately \$2.5M. However, as a result of an internal C4S resource reallocation effort, approximately \$1M per year was cut from this program beginning in FY92. We and the customers, White House/NSC, are concerned that major cuts are being made to a presidentially directed program without the scrutiny of the DCA-level prioritization process, and affording the customer the opportunity to defend requirements. Therefore, we feel all resources in the POM should be transferred to DNSO where they can be subjected to the full DNSO/DCA prioritization process, and the customer given the opportunity to defend the program.

ANNEX L  
TO  
DCA PAD 91-1  
DEFENSE SYSTEMS SUPPORT ORGANIZATION (DSSO)

(TO BE SUBMITTED)

**ANNEX M  
TO  
DCA PAD 91-1**

**CHIEF INFORMATION OFFICER**

1. Purpose: This annex identifies the actions required to establish the Office of the Chief Information Officer.
2. Objectives: The objective of this annex is to establish the mission and functions statements, identify the budget line items, and prepare the JTD and the assignment of personnel for the CIO organization.
3. Assumptions:
  - a. The CIO personnel located on the Hqs compound will remain in their existing space until the CIO is consolidated.
  - b. The CIO personnel located at INS will remain in their existing space until the CIO is consolidated.
  - c. Space for CIO will be assigned on/or close to the Hqs compound for consolidating the CIO organization.
4. Actions Required/Status:
  - a. Creation of CIO Mission and Functions statements.--Completed, draft copy provided to all activities. Target date for JTD package is 31 May.
  - b. Identification of people and billets--Completed, copy provided to DSSO/JDSSC and DNSO/DCSO. Target date for JTD package is 31 May.
  - c. Identification of people and billets being transferred to DSSO, DNSO and JTC3A.--Jointly completed; copy provided to each organization. No additional CIO action required.
  - d. Identification of funds being transferred to DSSO and DNSO. A worksheet has been completed and provided to FMO for review. A joint team to finalize the worksheet has been established and being chaired by the FMO. All actions should be completed by 30 April.
  - e. Establishment of Concept of Operations for CIO and DSSO.--A draft has been completed and a joint team to identify requirements processing has been established. The process will be staffed with all organizations. Target date is 1 June.

- f. Revise military position descriptions. Target date is 31 May.
  - g. Revise civilian position descriptions. Target date is 31 May.
  - h. Update APCAPS Certifiers and Timekeepers. Target date is 31 May.
  - i. Submit revised military performance report rating scheme, DCA Form 223. Target date is 21 June.
  - j. Submit new locator information/cards, DISA Form 627 and DA Form 3955. Target date is 31 May.
  - k. Submit revised space requirements, DD Form 1450 and DCA Form 655. Target date is 1 May.
  - l. Submit various administrative appointments to CAS. Target date is 15 June.
5. Mission Concerns: Current processes must continue until new processes are established.

ANNEX Y  
TO  
DCA PAD 91-1

HISTORY

1. PURPOSE: This annex provides guidelines for implementing history actions to include the disposition of the histories and historical archives, relating to the reorganization of the Defense Communications Agency.

2. REFERENCES:

- a. DCA PAD 91-1
- b. DoD Directive 5015.2, SUBJECT: Records Management Program
- c. Federal Property Management Regulations, Subchapter B - Archives and Records
- d. AR 870-5, Military History: Responsibilities, Policies and Procedures

3. ACTIONS REQUIRED:

- a. Affected DCA activities will prepare close-out histories.
- b. The existing historical archives of the various DCA directorates, divisions that transfer to other portions of the restructured Agency will be maintained as appropriate.
- c. Files not required by the gaining directorates should be packaged in accordance with DoD Directive 5015.2 and forwarded to the Agency's record manager for proper disposal. Records manager will package files for shipment to archives with document stating that files should be retained as one package.

4. RESPONSIBILITIES:

- a. The Chief of Staff will:
  - (1) Provide guidance on the documentation to be submitted for organizational history purposes.
  - (2) Provide listing of suggested documents that should be saved and included as part of the historical package.
- b. Directorates disestablished by the Reorganization will appoint an individual to:
  - (1) Serve as the focal point for the collection of documents with possible historical significance.

(2) Assist in the preparation of histories of those directorates being disestablished.

(3) Provide completed package to Chief of Staff.

#### SUGGESTED DOCUMENTS THAT SHOULD BE PRESERVED

Scope of Mission

Organizational Charts

Staffing Guides

Organizational History Files

Budget Documents

JTD's

Standard Operating Procedures

Operational Documents

Charters

Charter Revisions

Chronological History of Programs Developed

Indepth Report on Each Program

Chronological History of Projects Executed

Indepth Report on Each Project

ANNEX X  
TO  
DCA PAD 91-1

AGENCY POINTS OF CONTACT

PAD OPR	Mr. Billy Warren	CEM	692-2807
Annex A	Mr. Edward B. Cody	CAA	692-7319
Annex B	Ms. Carolyn Sage	CEM	692-2875
Annex C	Mr. Larry Poppe	BA	692-0062
Annex D	Mr. Larry Poppe	BA	692-0062
Annex E	Mr. Lawrence Koch	CPB	692-2983
Annex F	Mr. Larry Poppe	BA	692-0062
Annex G	Mr. Douglas T. Conley	AD	692-9012
Annex H	Mr. James M. Lund, Jr.	RA	(A) 576-9120
Annex J	Ms. Seton Reid	TR	(A) 992-7743
Annex K	Dr. Robert Drummond	DA	692-9890
Annex L	Col. Philip Daley	JA	693-6346
Annex M	Mr. Roy Williams	IA	487-8401
Annex Y	Mr. Douglas T. Conley	AD	692-9012
Annex X	Mr. Billy Warren	CEM	692-2807

Other Agency POCs:

LtCol Mark Buffler	SA	696-1810
Ms. Anna Natsis	ACP	746-7283
Maj. Peter Piazs	AZ	746-7187

Annex X  
DCA PAD 91-1  
May 91



# **Your Organization Title**

## **ANNEX (letter of your Annex)**

- **ISSUE**

Limited to PAD content, may include problems w/assumption or action items (one issue per page).

- **ORGANIZATIONS INVOLVED**

- **PROBLEM**

e.g. - Missed milestone date, why, next projected date.

e.g. - Need decision by ? group.

- **IMPACT**

# **ORGANIZATION AND MANPOWER DIVISION**

## **ANNEX B**

- **ISSUE**

Receipt of reorganization package.

- **ORGANIZATIONS INVOLVED**

PPA&E

CIO

DSSO

DNSO

JTC3A

- **PROBLEM**

The following organizations have missed the 27 May milestone.

- **IMPACT**

DCA reorganization supporting administration changes would be delayed for those late organizations.

Enclosure 2

# Agenda

**Desired Outcomes:** To determine issues to be briefed to the Executive Board.

What	How	Who	Time
Desired Outcome Agenda	Present Q & A	B. Warren	3 min.
Issues Presented	Handouts Q & A	PAD POC's	5 min./per presenter
Determination of Presenter(s) for Executive Board briefing	Discussion	All	5 min.